MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2015 / 2016 SESSION

DBS5018 – BUSINESS MANAGEMENT

(Diploma Students Only)

12 OCTOBER 2015
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **TWELVE (12)** pages excluding the cover page.
2. Answer **ALL** questions for section A, B and C.

   Section A: 50 Multiple Choices Questions (50 marks)
   Section B: 20 True/False Questions (20 marks)
   Section C: 3 Short Structured Questions (30 marks)

3. Answers for section A and B should be shaded on the OMR sheet provided.
4. For section C, please write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1 mark). Answers for this section should be shaded on the OMR sheet.

1. Planning, organizing, leading, and controlling are considered as _____.
   A. management of decision making
   B. management roles
   C. management functions
   D. management of organization

2. _____, in the early part of the twentieth century proposed that all managers perform five functions.
   A. Geert Hofstede
   B. Henry Fayol
   C. Katz Marc
   D. Abraham Fugel

3. _____ is the process of working with and through people to accomplish goals.
   A. Planning
   B. Organizing
   C. Leading
   D. Controlling

4. The shared values, principles, traditions, and ways of doing things that influence the way organizational members act is the definition for _____.
   A. organizational cultures
   B. organizational functions
   C. organizational criteria
   D. organizational contrast

5. How do employees learn culture?
   A. Stories and rituals.
   B. Ritual and media.
   C. Media and history.
   D. Stories and history.

6. _____ is acquiring products made abroad and selling them domestically.
   A. Licensing
   B. Franchising
   C. Importing
   D. Joint venture

Continued.....

7. _____ is purchasing materials or labor from around the world wherever it is cheapest.
   A. Exporting
   B. Global sourcing
   C. Importing
   D. Strategic alliance

8. _____ is the basic convictions about what is right and wrong.
   A. Locus of factor
   B. Behavior
   C. Value
   D. Ego strength

9. Green management will be applicable when _____.
   A. managers consider the impact of their organization on the natural environment
   B. when managers react natural to the staff
   C. when managers decided to do charity thru recycle campaign
   D. when managers likes to implement green theme in the office

10. _____ is considered as making a choice from two or more alternatives.
    A. Explanation
    B. Discussion
    C. Decision
    D. Correction

11. After identifying a problem, the next step in the decision-making process is _____.
    A. allocating weights to decision criteria
    B. developing alternatives
    C. identifying decision criteria
    D. analyzing alternatives

12. Below are the steps of decision-making process **EXCEPT**
    A. identify a problem.
    B. identify decision criteria.
    C. develop alternatives.
    D. analyze progress.

Continued.....

13. Which of the following is an example of an efficient manufacturing technique?
    A. Cutting inventory levels.
    B. Increasing the amount of time to manufacture products.
    C. Increasing product reject rates.
    D. Meeting customer's rigorous demand.

14. Changes in attitudes, expectations, perceptions, and behaviors of the workforce are part of _____ changes.
    A. structural
    B. people
    C. technology
    D. attitude

15. An individual is likely to resist change because of the feeling _____.
    A. of achievement
    B. of personal gain
    C. of uncertainty
    D. that the change is in the organization's best interest

16. Which of the following is **NOT** the cause of stress?
    A. Role conflict.
    B. Role overload.
    C. Role expectation.
    D. Role ambiguity.

17. _____ is considered as desired outcomes or targets.
    A. Operation
    B. Strategy
    C. Plans
    D. Goal

18. A strategic plan is _____.
    A. expected internal financial performance of the organization
    B. performance of the firm relative to factors internal
    C. goals that an organization pursues
    D. plans that apply to the entire organization and establish the organization's overall goals

Continued.....

19. _____ is what managers do to develop the organization's strategies.
    A. Strategic management
    B. Goal-setting management
    C. Decision making
    D. Vision and mission

20. _____ is an analysis of the organization's strengths, weaknesses, opportunities, and threats.
    A. Structure analysis
    B. SWOT analysis
    C. Resources analysis
    D. Decision-making analysis

21. _____ developed a categorization scheme for defining what managers do, consisting of ten different but highly interrelated roles.
    A. Henry Mintzberg
    B. McGregor
    C. Peter Drucker
    D. Maslow

22. Which of the following management responsibilities determines if organizational goals are being achieved?
    A. Measuring firm performance.
    B. Designing the organization's structure.
    C. Motivating employees.
    D. Formulating business strategy.

23. _____ is dividing work activities into separate job task.
    A. Correcting specialization
    B. Staff authority
    C. Work specialization
    D. Chain of demand

24. Which of the following is **NOT** the traditional organizational design?
    A. Simple structure.
    B. Functional structure.
    C. Divisional structure.
    D. Strategy structure.

Continued.....

25. Which of the following is **NOT** the importance of managing Human Resource Management?
    A. As a significant source of competitive advantage.
    B. To improve the benefits of employee.
    C. As an important strategic tool.
    D. To improve organizational performance.

26. _____ is an assessment that defines jobs and the behaviors necessary to perform them.
    A. Human resource planning
    B. Job analysis
    C. Job description
    D. Job specification

27. Which of the following is referring to recruitment?
    A. Locating, identifying, and attracting capable applicants.
    B. Reducing and organization's workforce.
    C. Hire an employee based on their qualification.
    D. Selective process to find a great employee.

28. Screening job applicants to ensure that the most appropriate candidates are hired is _____.
    A. recruitment
    B. training
    C. selection
    D. performance appraisal

29. Which of the following suggestions will help reduce the effect of social loafing in group?
    A. Provide group rewards instead individual rewards.
    B. Increase the overall size of the group.
    C. Form homogenous groups to increase group cohesiveness.
    D. Clearly identify individual responsibilities.

30. The _____ stage of group development process is when the group is fully functional and works on group task.
    A. performing
    B. forming
    C. adjourning
    D. norming

Continued.....

31. Which of the following is **NOT** the characteristic of an effective team?
    A. Clear goals.
    B. Relevant skills.
    C. Mutual trust.
    D. Limited communication.

32. Below are the types of team work **EXCEPT**
    A. problem-solving team.
    B. self-managed work team.
    C. group assessment team.
    D. cross-functional team.

33. The study of the actions of people at work is a definition for _____.
    A. organizational culture
    B. organizational behavior
    C. employees attitude
    D. employees values

34. Communication is _____.
    A. a sharing of ideas
    B. the transfer and understanding meaning
    C. the transfer of information to others
    D. a communication between two or more people

Questions 35 to 36 refer to the scenario below:

Julie has been working at HSBC Malaysia for 10 years. She is now a manager for one of the department in that organization. She feels that she has a lot of opportunity to polish her managerial skills here. That is the reason why Julie is loyal to the company and she always served the best services towards her job.

35. Based on the situation, Julie shows of her _____.
    A. personal attitudes
    B. loyalty towards organization
    C. job satisfaction
    D. positive work behavior

Continued.....

36. Julie realized that one of her employees always not punctual to the office. Her employee actually shows the _____.
    A. workplace conflict
    B. workplace negative attitude
    C. workplace misbehavior
    D. workplace argument

37. _____ is the process by which a person's effort are energized, directed, and sustained towards attaining goal.
    A. Self-esteem
    B. Motivation
    C. Goal setting
    D. Self-efficacy

38. Which of the following is **NOT** included in the Maslow's hierarchy theory?
    A. Affiliation.
    B. Physiological.
    C. Self-actualization.
    D. Social.

39. _____ is the horizontal expansion of a job that occurs as a result of increasing job scope.
    A. Job depth
    B. Job enlargement
    C. Job characteristic
    D. Job significant

40. Managers using _____ to motivate employees should ignore undesirable behavior.
    A. three-need theory
    B. goal-setting theory
    C. reinforcement theory
    D. Herzberg's two-factor theory

41. Below are the professional characteristics of employees **EXCEPT**
    A. strong commitment to their field of expertise.
    B. loyalty to their profession.
    C. have needs to regularly update their knowledge.
    D. loyalty to their employer.

Continued.....

42. _____ is someone who can influence others and who has managerial authority.
    A. Supervisor
    B. Leader
    C. Senior
    D. Executive

Questions 43 to 44 refer to the scenario below:

Carolina Herrera, the CEO of Mercy Perfume company, had concluded that the company would have to reduce its employee group by 10 percent as the industry was severely hit by the ongoing economic recession. She had to spend over 30 hours preparing charts, tables, graph, diagrams, and other forms of visual aids for her presentation to the employees about the upcoming reduction in force so that they will be able to understand the reason and plan their next move.

43. When Carolina had finished the presentation to the employees, the question and answer session took place with a lot of arguments for 1 hour. They were not satisfied with the reason for downsizing. This shows that the employees actually expressed their _____.
    A. emotional expression
    B. demotivated
    C. argument expression
    D. dissatisfied expression

44. Below are the ways to overcome communication barriers between Carolina Herrera and her employees **EXCEPT**
    A. use feedback.
    B. simplify language.
    C. active listening.
    D. interrupt communication.

45. Good communication occurs only when the recipient _____.
    A. agrees with the sender's message
    B. understands the speaker's meaning
    C. does what the speaker ask
    D. makes eye contact with the speaker

Continued.....

46. Which of the following is an example of noise?
    A. Sending unsolicited sales messages to prospect.
    B. Adding your contact information at the end of an e-mail message.
    C. Leaving a message on the answering machine when you cannot reach someone.
    D. Thinking about the party you attend last night while sitting in a lecture.

47. Path goal theory is a _____ theory that says the leader's job is to assist followers in attaining their goals and to provide _____ or support needed to ensure that their goals are compatible with the goals of the group or organization.
    A. direction, guidance
    B. leadership, direction
    C. manager, guidance
    D. behavior, strategy

48. Noah is a manager in F&N Company. He is friendly and concern for the need of his employees. These consider that Noah is a _____ leader.
    A. supportive
    B. directive
    C. caring
    D. participative

49. _____ is a leadership contingency theory that focuses on followers' readiness.
    A. Situational leadership theory
    B. Leader-member exchange theory
    C. Behavioral theory
    D. Trait theory

50. The _____ of leadership describes a leader who tends to involve employees in decision making, delegate authority, encourage participation in deciding work methods and goals, and use feedback as an opportunity for coaching employees.
    A. autocratic
    B. cultural
    C. laissez-faire
    D. democratic

[TOTAL 50 MARKS]

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SECTION B: TRUE/FALSE QUESTIONS (each question consists of 1 mark).
Answers for this section should be shaded on the OMR sheet.
Mark "A" for the TRUE statement and "B" for the FALSE statement.

51. A manager's job is all about personal achievement.

52. The single most important variable in employee productivity and loyalty is the quality of the relationship between employees and their direct supervisors.

53. Omnipotent manager is directly responsible for an organization's success of failure.

54. Strong cultures have more influence on employees than do weak cultures.

55. When an organization makes products domestically and sells them abroad, it indulges importing.

56. People with an internal locus of control believe that what happens to them is due to luck or chance.

57. A programed decision is a repetitive decision that can be handled by a routine approach.

58. Rational decision-making describes choices that are logical and consistent while maximizing value.

59. Policy is a guideline for making decision.

60. Cultural change is most likely to take place when the organization is large.

61. Changes in eating habits are financial symptom of stress.

62. Organizational design is a process that involves decisions about chain of command and span of control.

63. Groups that are determined by the organization chart and composed of individuals who report directly to given manager are called command groups.

64. Team work is a group whose members work intensely on specific, common goal using their positive synergy, individual and mutual accountability and complementary skills.

Continued.....

65. Interpersonal communication is all the pattern, network and system of communication within an organization.

66. Filtering, information overload and jargon are the interpersonal communication process.

67. According to Maslow's hierarchy of needs theory, when an employer provides his employees health insurance, he is taking care of their safety needs.

68. A charismatic leader is likely seen as being self-confident and influential.

69. Credibility is the degree to which followers perceive someone as honest, competent, and able to inspire.

70. Researchers who train individuals to use charismatic nonverbal behaviors do not recommend avoiding of eye contact.

[TOTAL 20 MARKS]

SECTION C: STRUCTURED QUESTIONS (30 Marks)
Answer ALL questions. Answers should be written on the answer booklet provided.

QUESTION 1

Royal Bank of Canada served the best care towards their employees. Other than implementing a good working environment to the entire organization, they also took care of the benefits that will serve them along their service with the company. This is in order to motivate employees to work smart and serve better service globally. They believe that motivation is one of the most important key to success.

a. According to the paragraph above, define motivation. (2 marks)

b. Explain Theory X and Theory Y. (4 marks)

c. Herzberg's Two-Factor Theory consist of hygiene factors and motivator factors. Describe them. (4 marks)

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QUESTION 2

a. What is 'Group'? (2 marks)

b. Describe formal group and informal group. (4 marks)

c. List and explain any **two (2)** types of work teams. (4 marks)

QUESTION 3

Danish has been promoted as a manager in Golf Club Resort. As a manager, Danish knew that he should communicate well with his employees to achieve the company goals.

a. Define communication. (2 marks)

b. List **four (4)** functions of communication that Danish should implement towards his employees. (4 marks)

c. Differentiate between interpersonal communication and organizational communication. (4 marks)

[TOTAL 30 MARKS]

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